

August 30, 2013

To: Executive Board

Subject: **Foothill Transit Arcadia Facility Service and Maintenance Review**

Recommendation

Receive and file a report on Foothill Transit's on-street service and fleet and facility maintenance at the Arcadia Operations and Maintenance facility.

Background

At the April 27, 2012 meeting, the Executive Board authorized the Executive Director to negotiate final contract terms and conditions and award a contract to First Transit for transit operations and maintenance services at the Foothill Transit Arcadia Facility. The agreement outlined a number of enhancements to the contract offered by First Transit and included incentives for performance that surpasses Foothill Transit's on-time performance, customer service and maintenance standards. First Transit, Inc. began providing operations and maintenance at Foothill Transit's Arcadia facility on July 1, 2012.

Foothill Transit's Arcadia facility operates 15 lines, which include the Silver Streak, 187 and 690 – some of Foothill Transit's most highly visible lines – utilizing 121 CNG buses and 23 diesel buses. First Transit provides these services through the employment of 363 coach operators, dispatchers, technicians and administrative personnel.

As outlined in the contract, the operations and maintenance contractors

“...shall coordinate, manage, and control all activities necessary to perform Work and carry out its responsibilities under this Agreement, which include, but are not limited to, the following: maintaining all Revenue Vehicles and Non-Revenue Vehicles; providing Non-Revenue Vehicles for support and relief; providing operators, mechanics and all other project personnel, training personnel as necessary; developing administrative procedures and financial records; providing security for the Revenue and Non-Revenue Vehicles and the Facility; and developing methods to improve effectiveness and maximize service efficiency.”

The contract also stipulates that emphasis will be placed on maintaining courtesy to passengers, maximizing on-time performance as well as providing well-maintained and mechanically safe vehicles.

A Service and Maintenance Review was received by the Executive Board at the February 22, 2013 meeting. During this review, information and activities related to the areas of on-time performance, bus appearance/cleanliness, customer comments,

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safety and security and fare classifications were provided as well as an action plan that was developed with First Transit to address operational and service quality issues.

Analysis

Work continues to improve the quality of service provided to Foothill Transit customers. The sections below will provide additional information and activities related to several of these areas specifically at the Arcadia Operations and Maintenance Facility.

Safety

Safety is Foothill Transit's primary goal. While Foothill Transit's Pomona location safety performance of 0.51 met the performance target of 0.60 Preventable Accidents per 100,000 Miles in FY 2013, the Arcadia location experienced 0.90 Preventable Accidents per 100,000 miles for the same time period. This trend is being addressed by First Transit Arcadia's management team by way of retraining operators involved in preventable accidents and regular reviews of defensive driving procedures. As a result, for the four-month period from April and July of this year, preventable accident performance has improved to an average of 0.69 per 100,000 miles.

Service Delivery

There are several factors that contribute to the ability to deliver service to Foothill Transit customers including the availability of operators and access to vehicles. The current contract stipulates:

The Contractor shall provide and maintain throughout the Contract Term a sufficient number of properly qualified personnel, having the necessary skills, training, and experience to operate and maintain the Revenue and Non-Revenue Vehicles and the equipment, and systems used to perform the Work.

In April 2013, a trend of increases in missed service and/or trips was identified. The reasons provided by First Transit for the missed service were operator and vehicle shortages. The majority of these missed trips were on the Silver Streak, and Lines 185, 187, and 480. The chart below is the monthly report of missed trips resulting from a shortage of available operators.

Month	Number of Missed Trips
April	41
May	28
June	66
July	103
August (through August 15)	7

To put these numbers in context, approximately 22,100 trips on average are scheduled to be operated out of our Arcadia facility in a given month.

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Maintaining appropriate staffing levels has been a challenge for First Transit at Foothill Transit's Arcadia location. During the proposal process, First Transit estimated a staffing requirement of 269 FTE operators to provide the service. As of March 2013, First Transit Arcadia reported having 240 FTE operators available. The contractor currently has a class of 12 operators in training and is working with a recruiting firm to hire 30 operators in the next 30 days. This number is intended to take into consideration their observed rate of operator attrition over the past year. In addition, First Transit has changed the work schedule for operators, revised the vacation scheduling process and allocation of operators who are on hand to provide coverage for any sick or unscheduled time off.

The other major contributor toward missed service is a shortage of vehicles available for daily service. The service operated out of Foothill Transit's Arcadia facility requires a peak fleet of 116 buses. There are 145 buses assigned to this contract, six of which are diesel coaches that have been decommissioned and slated for retirement. The additional buses are provided to facilitate regularly scheduled preventive maintenance and to replace buses in the event of a mechanical breakdown.

Foothill Transit's staff conducts daily monitoring of the vehicles available for service. This monitoring identifies buses that are scheduled for preventative maintenance and those that are in the shop to resolve unanticipated repairs. Depending on the complexity of the repairs, these buses may have been out of service for a portion of the day, the entire day or sometimes several days for various reasons.

Over the past several months, the majority of buses unavailable to provide service have been in maintenance for repairs that were not scheduled. This could lead to delays in scheduled preventative maintenance on other vehicles which could in turn lead to additional roadcalls and breakdowns. It also limits the number of vehicles that are available to operate the service.

One of Foothill Transit's customer service goals is to provide service with an average of at least 15,000 miles between mechanical service interruptions. Over the past four months, performance at Foothill Transit's Arcadia location has averaged 8,742 miles between mechanical service interruptions, while the performance at our Pomona location has averaged 20,801 miles between mechanical service interruptions.

Maintenance of the vehicles and hiring of qualified personnel is the responsibility of First Transit. This contract requires a minimum number of mechanics based on the level of service provided and Foothill Transit's Request for Proposals also included a requirement for specific certifications in a number of different areas of bus maintenance. The mechanics who were hired from the previous contractor were hired with the provision that the required certifications would need to be obtained by June 30, 2013 – a period of one year. Of the 29 technicians, 14 did not meet this deadline. In May and

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June of this year, First Transit recruited new technicians to fill these positions. These new certified mechanics and technicians continue their on-site training; however this transition has affected the service. As time progresses, improvements are anticipated. Similar to service missed because of limited manpower; there have been several instances of service being missed because of a shortage of available buses. The chart below is the monthly report of missed trips resulting from a shortage of available vehicles.

Month	Number of Missed Trips – Vehicle Availability
April	2
May	3
June	11
July	28
August (through August 15)	2

*First Transit Pomona missed four trips in the month of July.

Customer Comments

Another indicator of the level of customer service provided is the number of complaints received per 100,000 boardings. Foothill Transit's performance goal for the current fiscal year is 10.25 complaints per 100,000 boardings. Foothill Transit's management team monitors customer comments received via telephone, email, mail, social media and in-person. Schedule adherence continues to be the area receiving the majority of customer comments. The average number of schedule adherence comments for Arcadia for January through May 2013 was 28.6. In June and July 2013, there were 85 and 77 customer complaints, respectively, related to schedule adherence for the service provided by First Transit Arcadia. The majority of these complaints were related to Silver Streak service.

For the four-month period from April and July of this year, complaints per 100,000 boardings related to service out of Foothill Transit's Arcadia location averaged 16.95 per 100,000 boardings. For comparison, the Pomona location averaged 9.27 complaints per 100,000 boardings for the same four-month period.

The issues delineated in this report are communicated regularly with First Transit and they have put several practices in place to address them. In addition to the revised staffing practices mentioned above, additional supervision at the downtown layover location has been implemented to dynamically dispatch buses for Silver Streak Service. In preparation for the afternoon service, First Transit's Operations Manager is posted in dispatch and works directly with their Maintenance team on bus availability. The mechanics' schedules have been adjusted to provide service to make necessary repairs to meet daily service. In addition, service schedules on the Silver Streak are being

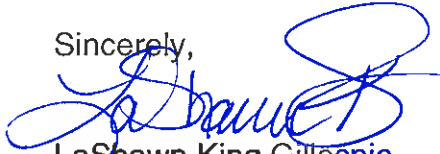
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adjusted by Foothill Transit's Planning team, and these adjustments will be implemented with the next service change on November 17, 2013.

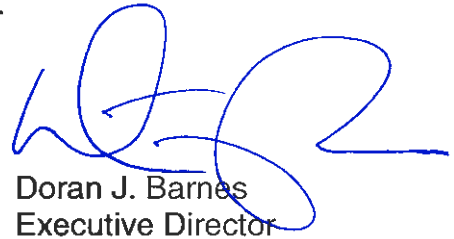
Budget Impact

This is a status update item only. There is no budget impact.

Sincerely,



LaShawn King Gillespie
Director of Customer Service & Operations



Doran J. Barnes
Executive Director